

RESULTS THAT MATTER:

Stories from Wichita City Government

Introduction

When Wichita City government department heads were asked to submit examples of customer service and/or process improvement activities in their respective areas in late summer of 2005, no one was quite prepared for the flood of stories that emerged. City leaders expressed pleasant surprise over both the volume and the quality of the improvement efforts that have been taking place. The exciting news is that Wichita has been undergoing a “quiet transformation,” with initiatives being undertaken within the different departments that are making a difference for citizens.

As part of its “quick wins” strategy, The Public Strategies Group proposed turning these departmental submissions, largely expounding about projects and activities, into stories that would focus on the results that had been achieved. In this way, there would be learning about what it means to focus on results, and recognition of the positive work that the City has been engaged in. These “Results That Matter” stories serve as a strong foundation upon which the “Transforming Wichita” initiative can now build. We encourage the Leadership Team to “shine the light” on these successes and celebrate those who have made them happen. We also encourage the Leadership Team to continue to collect, publicize and recognize new stories that exemplify the success of City staff in delivering outstanding results for Wichita’s citizens.

Here are the stories...

Police Department: Gang-related Crime

Results That Matter: By responding to neighborhood concerns, the Wichita Police Department reduced drive-by shootings by 48% from the first to the second half of 2005. Gang-related homicides also went down from 4 in 2004 to 1 thus far in 2005.

In February, 2005, gang-related crimes in Wichita took center stage. There were 17 drive-by shootings in the city. This high incidence continued through March and April. Being a community-oriented organization, the Department reached out to affected neighborhoods to obtain their input on the situation. By June, the Department responded to the concerns of the community by modifying the mission of the Top Offender Program (TOPS) to include gang-related crimes. This allowed TOPS officers to assist parole officers in monitoring the curfew, employment and other restrictions on gang-related offenders. An initial result was the revocation of the probation, parole or bond of 145 gang members since June, 2005.

The recalibration of TOPS by the department to include gang-related offenders led to a 48% decline in drive-by shootings, from 7.3 per month in the first half of the year to 3.75 in the second half. September and October were the best months with only 2 and 1 incidents, respectively.

Gang-related homicide rates also drastically improved from 4 in 2004 to 1 as of October, 2005. In addition, the arrests made by the Department following a crime, or the clearance rate for homicide in Wichita, was 123% as of October, 2005, as compared to the national clearance rate of 58.8%.

Contact: Captain Randal Landen, Bureau Commander Investigations Division
rlanden@wichita.gov, 316-268-4201

Wichita Public Library: Re-prioritized Spending

Results That Matter: Wichita Public Library delivered more than \$31 million worth of books and service to its customers, with a budget of \$5.7 million. This represents a return on investment of 5:1 - for each tax dollar spent by the library, the public received five dollars worth of service in 2004.

Realizing that the demand for books and other library services was growing at a faster rate than their budget, the Wichita Public Library conducted a review of its service delivery system. With their limited funds, they decided to prioritize spending based upon which services were most valuable to their customers.

Their first step was to identify the needs and wants of their customers via the feedback form on their website, library help desk and customer service teams. They also derived customer demand from data on usage of various library services. The City Library then prioritized their services based on this customer feedback – and spent their budget accordingly. The final step was to “dollarize” the value of the service provided to the public based on the estimated market price (ex. 93,434 DVDs circulated x \$3 average rental per DVD = \$280,302). As a result, the public received service worth \$31,177,387 from its \$5,797,861 investment of tax dollars.

Contact: Cynthia Berner-Harris, Director of Libraries
cberner@wichita.gov, 316-261-8520

Wichita Public Library: Audio Books Circulation

Results That Matter: Wichita Public Library increased monthly use rates of compact disc audio books by almost 50% by listening to their customers. In 2004, these items circulated 15,850 times. In contrast, as of September 2005, this collection has already circulated 17,772 times or 12% above the 2004 yearly use rate.

When customers requested an increase in the number of audio books on compact disc that can be borrowed at one time, Wichita Public Library faced a choice between maintaining standard policy and responding to customer need. Their initial reaction was that the current inventory was insufficient to meet the public demand and accommodate the proposed extension. However, upon closer examination, the City Library observed that, due to the limit imposed, the items remained on the shelves instead of being borrowed by customers. They interpreted this as an artificial barrier to public access to the audio books.

To remedy the situation, the Library's Customer Service Improvement team looked at their data on usage and loan duration for audio books, and decided to move away from existing procedures. They responded to customer need by increasing the number of audio books that can be borrowed from 6 to 8. Consequently, use of audio books shot up. To meet this growing demand, the library also expanded their inventory.

With this customer-centered service in place, the public's use of audio books on compact disc has increased by 32% -- from 1,321/month in 2004 to 1,969/month in 2005.

Contact: Cynthia Berner-Harris, Director of Libraries
cberner@wichita.gov, 316-261-8520

Law Department: Better results at lower cost

Results That Matter: The Wichita Law Department delivered more than \$5 million in savings to the City while continuing to provide quality legal services: \$2.94 million in private attorney's fees, \$2.05 million in favorable judgments and additional savings through performance based contracting.

Performance based contract – Gilbert & Mosley

In 1998, the City filed a \$26 million suit against manufacturers, chemical facilities, and other parties for groundwater pollution in the downtown area (at the intersection of Gilbert and Mosley). In 2003 and 2004, the Department noted that the law firm's legal fees exceeded the budget for the case. To ensure that the legal services provided by the firm served the best interest of the City, the Law Department renegotiated the 2004 and 2005 contracts into performance-based agreements – the firm would only be compensated for actual revenue raised by the City resulting from their services. This arrangement ensured quality legal representation while preventing excessive legal fees.

Savings from private attorney's fees

Seeking to serve the City in a cost-effective manner, the Law Department decided to provide more legal services to the City Council, City Manager, and component offices in-house rather than resort to private counsel. In 2004, the Department's 16 attorneys spent 36,401 hours on the city's litigation and transactional matters. This represented approximately \$4,004,110 - \$4,732,130 in legal fees if performed by a private law firm (based on competitive rates of \$110 - \$130 per hour). In contrast, the Department's aggregate actual cost in 2004 was approximately \$1,791,876. This amounted to an estimated \$2,212,234 - \$2,940,254 in savings for the City.

Favorable judgments

In addition to savings, the Department also obtained favorable judgments for the city on five six-figure claims worth \$2,054,431, as follows:

- Four personal injury decisions in the aggregate amount of \$1,704,431.
- A civil rights judgment of \$350,000.

Contact: Gary Rebenstorf, City Attorney and Director
grebenstorf@wichita.gov, 316-268-4681

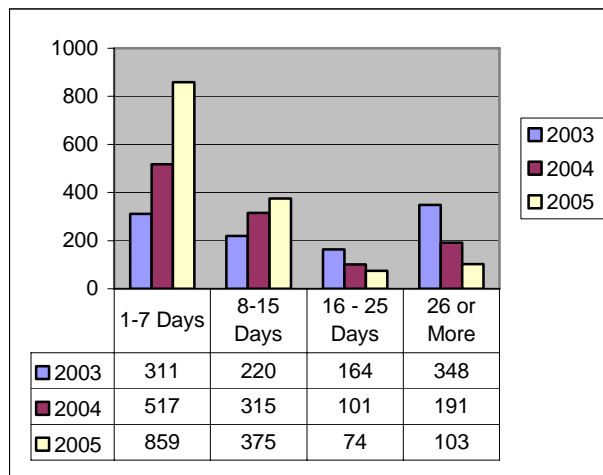
Law Department: Improved Turn-around Time

Results That Matter: The Wichita Law Department improved customer service by reducing the median turn-around time for requests for legal services from 26 days to 7 days (or less) by streamlining their database.

The Department receives a wide range of requests from its clients – from drafting and reviewing proposed contracts, resolutions and ordinances, to rendering legal opinions. The median turn around time before 2003 was 26 days or more. At that point, the Department reorganized its database by assigning “performance codes,” attorney codes,” and “department codes” to the different requests. This resulted in the reduction of the turn around time to 10 days.

In 2005, the Department further improved the database by upgrading to MS Access. This new system provided accurate tracking of assignments and further improved median turn around time – currently at seven days or less.

Please refer to the chart below for details.



Contact: Gary Rebenstorf, City Attorney and Director
grebenstorf@wichita.gov, 316-268-4681

Information Technology and Information Services Department: MyWichita.gov

Results That Matter: MyWichita.gov makes doing business with City government easier, delighting citizens and winning National Award.

The City of Wichita’s Information Technology and Information Services Department (IT/IS) has been busy improving online services, and delighting Wichita’s citizens with

world-class web support. If you visit MyWichita.gov (<http://www.wichita.gov/mywichita/>) you'll understand why. Wichita citizens have reason to be pleased. Beginning with the launch of MyWichita in 2004, Citizens have been able to sign up for online payment of water bills, access accident reports, apply for city jobs and register to receive city updates. MyWichita allows citizens to create a personalized profile that includes subscriptions for areas/topics of interest, a personalized appearance of information and also account information that makes doing business with the City of Wichita much easier.

What's even better, the website solicits feedback from citizens, monitors citizen satisfaction, and responds to citizens' requests. In June of 2005, IT/IS began collecting satisfaction data from visitors of the website. On a scale of 1 to 10, 10 being perfectly satisfied, the average satisfaction experienced by visitors is 7.5. Suggestions for improvement are also collected. If the suggestions make sense, they are implemented. In one instance, a request was made for adding the capability to accept electronic checks. Working with Water/Sewer and Finance, IT responded by adding this feature.

Earlier this year, the Center for Digital Government announced MyWichita as a winner of the 2005 Digital Government Achievement Award. This national program recognizes outstanding agency and department web sites and applications that enhance information interactions, transactions and/or services. The City of Wichita was an award winner in the Government to Citizen category because the website provides impressive access to many payment and informational subscription services.

Contact: Kirk Swilley – CIO, IT/IS Administration
kswilley@wichita.gov, 316-268-4541

Office of Central Inspection: Staff Access to Technology

Results That Matter: Equipping Wichita's inspection staff with technology increases responsiveness to contractor inspection requests, while reducing overtime and saving money.

The City's of Wichita's Office of Central Inspection (OCI) is saving money, while increasing responsiveness, and spending more time on-site to help contractors meet important code requirements. Beginning in 2004, OCI began installing wireless field technology for inspection case tracking. By the end of this year, all inspection staff will be equipped with the new technology. Outcomes include reduced overtime, more field presence, and better response time to contractor inspection requests. OCI reports a \$20,000 reduction in overtime so far this year, with an additional hour of on-site presence for each inspector daily. Despite rising demand for inspections, more inspections are being completed quicker, and with fewer person-hours.

New wireless technology, with the addition of cell phones for inspection staff in April of 2005, has greatly improved channels of communication between OCI and contractors. Inspectors are able to add detailed inspection comments on their laptops, which are submitted in real-time via the Internet. Contractors are able to log into OCI's e-permitting

system and access important inspection information to increase the turn-around time of their construction projects. Thanks to the new cell phones, inspectors are finding it much easier to contact contractors and homeowners, and visa versa, and to more effectively collect necessary information from multiple individuals and permits, resulting in fewer wasted visits to sites and fewer re-inspection fee assessments for projects.

City contractors are voicing their satisfaction. During a meeting at the Wichita Area Homebuilders Association earlier this year, past WABA Presidents, including the WABA CEO, offered praise during the monthly Codes Committee meeting, saying the web-based permitting and inspection scheduling was a tremendous testimony to OCI's continued effort to extend outstanding service to consumers and builders and to further improve a very constructive relationship between builders and the City, while building a better and safer product in an efficient and effective manner.

Contact: Kurt Schroeder, OCI Superintendent
kschroeder@wichita.gov, 316-268-4460

Office of Central Inspection: E-Permitting

Results That Matter: E-Permitting enables OCI to guarantee permit processing within four hours, which is twice as fast as permits submitted by fax or mail.

In February of 2005, the Office of Central Inspection, in conjunction with Information Technology and Information Services, launched its new e-permitting system. The e-permitting website (<http://www.wichita.gov/OnlineServices/epermits.htm>) enables contractors, business owners and property owners to check the status of applications, permits and cases, comment on proposed work to be performed for permits or cases, and review all permitting and case information. Contractors have the added capability of project application submittal, scheduling of inspections, permit processing, review of permit status, and access to detailed history of past inspections.

Although OCI's e-permitting system is relatively new, a surprising number of contractors are already using the website. OCI is issuing about 360 to 380 permits each month using the system, and is projected to exceed 4,500 permits within the first full year of operation. This volume represents approximately 20% of the 23,000 building and electrical, plumbing and mechanical trade permits the department issues annually. In addition, OCI estimates that contractors are scheduling 25% to 40% of all required permit inspections using e-permits, at a rate of 75-125 per day.

E-permits is not only easy and cost-effective for contractors, it is also saving OCI permit technicians a great deal of time and effort. Permits submitted and issued via e-permits are on average reviewed and processed within 1 to 4 hours, or about twice as fast as those that were and are being submitted via fax or by mail. To go a step further, OCI is developing an automated "Service Performance Guarantee" to encourage greater use of the system. The proposed service guarantee will ensure that permits submitted via e-permits will be acted upon and returned to the contractor within four business hours, or the permit fee will be automatically reduced.

Contacts: Kurt Schroeder, OCI Superintendent
kschroeder@wichita.gov, 316-268-4460

Kirk Swilley – CIO, IT/IS Administration
kswilley@wichita.gov, 316-268-4541

Municipal Court: Court Compliance Unit

Results That Matter: The Municipal Court of Wichita saved the City over \$150,000 in collection agency fees through the creation of its Court Compliance Unit (CCU). The unit collected 24.2% of high-risk receivables, thereby avoiding collection agency fees of 19.5% of total collections referred.

In October 2002, the Municipal Court established a Court Compliance Unit to assist defendants in meeting court-ordered financial obligations. This was a departure from the previous practice of assigning a standard "time to pay date" to each case regardless of personal circumstances. Instead, the CCU listened to the needs of their customers by meeting directly with defendants who were willing to pay, but did not have the immediate capacity. They assessed payment options that were convenient, while ensuring that court-ordered obligations were met.

As a result, the CCU collected \$794,525.48 or 24.2% of total assessed fines and fees in the program. By listening to their customers, they avoided the payment of collection agency charges on high-risk receivables in the amount of \$154,932.49. This also represents the proportion of cases that did not have to go through further court proceedings, such as hearings and issuance of bench warrants, due to the fulfillment of court-ordered financial obligations.

Contact: Martin Donte, Asst. to the Director
mdonte@wichita.gov, 316-352-4844

Water & Sewer Administration: Internet-based Credit Card Payments

Results That Matter: The Water & Sewer Administration established an Internet-based and Interactive Voice Response (IVR) credit card payment system that makes it easier for customers to pay and collects an average monthly revenue of \$100,000 for the City.

According to Water & Sewer Director, David Warren, "We do not just provide water. We are all about customer service." As evidence, Water & Sewer has taken a series of actions to improve customer access to their service, including Interactive Voice Response, an automated customer service telephone system, and related web-based applications. Among the services widely used by customers that take advantage of the existing IVR and Internet infrastructure is the alternative credit card payment system.

In response to customer requests and upon observation of the growing call center queue, Water & Sewer, in coordination with IT/IS and the Treasury Division in the Department of Finance, set up a 24/7 credit card payment system in December, 2003. Web access was added in the first quarter of 2004. This has allowed customers to pay any time by phone as well as access their account through the Internet. It has also provided a convenient alternative to the department's traditional face-to-face and mail-in payment systems.

The program has enjoyed popularity among customers, gaining an average of 2,200 users per month and bringing in monthly revenues of \$100,000.

Contact: David Warren, Director
dwarren@wichita.gov, 316-268-4504

Human Resources Department: On-line Job Applications

Results That Matter: On-line applications make it easier for job seekers to obtain City employment and help the City process applications more efficiently.

Wichita's Department of Human Resources is making it easier for City managers and job seekers to find each other. In January of 2003, the Department of Human Resources in conjunction with Information Technology and Information Services, launched an on-line application system that enables job seekers to instantly apply for multiple positions by completing one on-line application. The on-line application process allows applicants to search for recent job openings, apply for positions, track the progress of their applications, and manage personal professional profiles. To view or apply for jobs, applicants go to www.MyWichita.com.

Despite the relative newness of the on-line application system, it is now the preferred conduit of communication for individuals seeking City employment. Last year, more than half of the 9,551 applications received by the department were processed using the new system.

In 2004, the use of the on-line applications reduced the number of applicants traveling downtown to fill out an application by more than 50%. As a result, job seekers spend less time and money waiting in line and filling out forms.

The Department of Human Resources and City managers are also benefiting from the system. "The online application process allows for quicker turnaround of applications, improved communication with applicants, and better management of the process," says Interim Director Lori Wilkerson.

Contacts: Lori Wilkerson, Interim HR Director
lwilkerson@wichita.gov, 316-268-4591

Tammy Penland, Human Resource Specialist
tpenland@wichita.gov, 316-268-4721

Human Resources Department: Agencies Empowered To Negotiate Salaries

Results That Matter: By giving Agency Directors more control over hiring and salary negotiations, vacant positions are being filled more quickly and managers have a greater ability to match the right people to the right job.

City agencies now have more control over whom they hire and how much compensation they can offer prospective hires. Wichita's Department of Human Resources (HR) has given City directors the flexibility to directly hire the employees they want. Previously, HR made the final salary offers to application finalists for all city positions. Many highly qualified applicants rejected employment offers to accept more competitive wages in the private sector.

Now, agency directors are empowered to make their own salary offers, as long as they do not exceed the midpoint of the market range for that position. HR understands that job markets are constantly changing. Therefore, if a director can justify a higher salary, requests are sent to the HR Director and City Manager for approval.

In addition to giving agencies more control over their operations, the new hiring process saves time. Rather than spending an average of one week to negotiate salaries with HR, agencies assume their own responsibility for salary negotiation. Because agency directors more fully understand their personnel needs, and the salary requirements commensurate with specific positions, negotiations are often completed in a matter of days and job seekers can be better evaluated relative to available positions.

Contacts: Lori Wilkerson, Interim HR Director
lwilkerson@wichita.gov, 316-268-4591

Tammy Penland, Human Resource Specialist
tpenland@wichita.gov, 316-268-4721

Human Resources Department: Pre-Qualified Laborer Hiring Pool

Results That Matter: City managers experience reductions in hiring time for laborers from 2 months to 1-2 weeks and the City saves an estimated 28 man-hours for each laborer position filled.

This year, the Wichita's Department of Human Resources (HR) is making it easier to fill laborer positions throughout City government. Historically, laborer positions experience a higher rate of turnover than for most other City jobs. To better meet the steady demand for new laborers throughout City government, HR created a pre-qualified hiring pool of laborer applicants. By interviewing and screening a large group of applicants at one time, HR is able to fill and maintain a pool of individuals ready at a moments notice to begin work.

Now, City departments such as Parks and Recreation and Water and Sewer, which depend on laborer positions to staff much of their operations, can skip the time consuming process

of advertising and interviewing each time they need a laborer position filled. Rather than waiting an average of two months to fill a laborer position, departments can expect to hire a new worker in one to two weeks. Directors have noted that the hiring pool has reduced the time they spend interviewing and hiring new laborers by 75%. One City Director commented, "I think it's great! [The hiring pool] saved us a bunch of time and we have had good results so far." Another department estimated, "we have probably saved 28 man-hours per laborer position filled."

Contacts: Lori Wilkerson, Interim HR Director
lwilkerson@wichita.gov, 316-268-4591

Tammy Penland, Human Resource Specialist
tpenland@wichita.gov, 316-268-4721

Environmental Services Department: Improved Water Quality Invoicing and Revenue Collection

Results That Matter: Citizens experience more timely invoicing and ease of payment while the City more than doubles its revenue collections as a result of improved invoicing, better use of technology, fee increases and improved response times.

Wichita's Environmental Services (ES) Department is making it easier for citizens to pay for water quality inspections, and making it easier for the City to track invoices and collect fees. Prior to 2002, the City and County environmental health departments were jointly operated and invoices would be sent to customers only after the initial inspection and follow-up inspections occurred. In many cases, invoices wouldn't be issued until inspectors called to confirm no further inspections were required. On average, billings would be sent between six months and one year after the initial inspection. In worst cases, customers would receive invoices for work completed up to two years prior. Due to these reasons, revenue collections in 2001 were down approximately 30%.

Beginning in 2003, the ES Department assumed full responsibility for all of its own invoicing and revenue collections. In 2003, ES increased water quality fees that had not seen a rate increase in 10 years. In 2004, ES began a policy of invoicing for all services directly following each inspection to improve fee collection. The percentage of revenue collected is now 99%.

Payment for services also presented difficulties for customers. After receiving the invoice, customers were required to pay for services by mailing a check, or driving down to city hall to make the payment in person. Today, the department accepts payment for all services by credit card via telephone. The account clerk reports a two-hour reduction in the time spent on collections and paperwork each day, while collecting a larger percent of fees owed. Through a combination of improved invoicing, better technology to complete and track field inspections, increases in fees, and improved response times, the Environmental Services Department has increased revenues from \$140,000 in 2003 to \$336,081 as of October, 2005.

Contact: Kay Johnson, Environmental Services Director
kjohnson@wichita.gov, 316-268-8351

Environmental Services Department: Grant Funding for Environmental Assessments and Restoration

Results That Matter: Brownfield economic development projects proceed with fewer delays, better environmental assessment and remediation, and less cost to the City as a result of ES success in securing federal and state grant funding.

Downtown Wichita has been littered with abandoned and unused properties that suffer from the negative effects of perceived or actual contamination from earlier manufacturing operations. In the last two years, Wichita's Environmental Services Department completed several environmental assessments for the Public Works and Planning Departments that were of importance to the future health of Wichita's natural resources and economy.

In an effort to assess contamination levels within a section of the City slated for upcoming development projects, the City applied for, and received, grant funding from both the Environmental Protection Agency and the Kansas Department of Health and Environment (KDHE) as part of the Brownfields Economic Redevelopment Initiative. Environmental Services received \$200,000 from EPA to conduct its own environmental assessments and also received KDHE approvals for technical services funding support for additional environmental assessments worth approximately \$100,000.

Both funding sources were used for a variety of important economic development projects lying within the affected area. These projects include assessment and remediation activities for the following projects:

- Water Walk and Gander Mountain
- River Corridor
- Delano District Area Site Assessment
- Delano Linear Park
- 21st Street Redevelopment Efforts
- Midtown Bike Path

The funding necessary to assess these areas would previously have been required to come out of the Capital Improvement Plan or individual project budgets. Without the effort of the Environmental Services Department to secure funding for assessment and restoration activities, many of these projects would have been delayed, more costly to complete, or would have proceeded without the knowledge of contamination risks. Thanks to Environmental Services, these projects were allowed to move forward while ensuring the environmental well-being of the City, the health of its citizens, and the economic success of its businesses.

Contact: Kay Johnson, Environmental Services Director
kjohnson@wichita.gov, 316-268-8351

Finance Department: Health Insurance

Results That Matter: Reverse auction bidding process for health insurance procurement results in City savings of over \$3 million and lower employee contributions, while employee satisfaction improves.

Wichita's Department of Finance (DOF) is achieving outcomes our Federal and State Governments have only dreamed of. DOF squared off against the health insurance industry and walked away with savings in excess of \$3 million. By reducing health insurance costs to both employees and City government while delivering increased employee satisfaction, DOF is serving as a model for health insurance procurement across the country.

As is true in many cities across the country, Wichita's health insurance costs have continued to rise by double-digit percentages in recent years. In 2004, the City of Wichita struggled to bear the financial burden of a 22% increase in insurance costs citywide. Rather than submitting to yet another annual premium increase, DOF took action. This year, DOF rebid the City contract for health insurance using a reverse auction. Insurance companies were allowed to view the status of their bids on-line alongside the bidding price of their competitors. Using this information, companies were allowed to reduce their asking price. The winning bid was then awarded to the lowest bidder. In Wichita, the winning bid was awarded to a new insurance provider, Coventry Health of Kansas. Ultimately, health insurance contract costs have decreased by 3%, as opposed to a double-digit increase, saving the City \$3.5 million dollars.

Taxpayers weren't the only winners. City employees experienced reductions in their contributions toward coverage. For example, an employee with a dependent health care plan saved \$63 dollars, while avoiding an expected increase of 15%, or \$308, for a total savings of \$371. When asked to rate their medical benefits, 83% of respondents reported their satisfaction as Average to Very Satisfied. Employee satisfaction levels in 2004 show a modest improvement over results of a similar satisfaction survey conducted the previous year. In 2004, 75% of respondents rated their medical benefits as Average to Excellent.

Contact: Kelly Carpenter, Finance Director
kcarpenter@wichita.gov, 316-268-4434

Finance Department: E-Procurement

Results That Matter: Speed and ease of vendor transactions markedly improved with advent of City's e-procurement system.

Beginning in 2000, Wichita vendors have been able to submit bids and conduct business with the city on-line at <http://ep.wichita.gov/>. This has resulted in quicker and easier vendor transactions throughout the procurement process. The website allows companies to immediately receive notification of open solicitations and submit bid proposals on-line. As an added feature, the system allows for bid revisions to be made up until the deadline.

Vendors can electronically view current bids, and review a six-month backlog of bid tabulations. Vendors can maintain company contact information and select and update the goods and services that their companies provide. The City's e-procurement system also enables City departments and vendors to track the status of all invoices and payments. To further increase the speed and ease of transactions, vendors can request direct deposit payments.

The website was designed to be user-friendly with easy to follow, detailed instructions provided throughout the process. Usage of the website has steadily grown since the website's launch in 2000. So far this year, the total number of visits to the website topped 80,000, with the average length of time per visit of 10 minutes.

"We have found the City of Wichita's e-procurement system to be very beneficial to our company in a variety of ways. The bid process is secure and user-friendly; no longer do we have to drive down to the city building to submit our bids. It also allows us to submit our bids right up the deadline, letting us take advantage of any last minute price-cuts, which gives the city a lower project cost, and gives us the opportunity to win more bids."

Martin Dondlinger, Jr., Dondlinger & Sons Construction Co., Inc.

Contacts: Kelly Carpenter, Finance Director
kcarpenter@wichita.gov, 316-268-4434

Kirk Swilley – CIO, IT/IS Administration
kswilley@wichita.gov, 316-268-4541

Finance Department: Ethnic-owned, Emerging and Disadvantaged Businesses

Results That Matter: City training and technical assistance program increases ethnic-owned, emerging and disadvantaged business registrations on the City's e-procurement system by 28%, and increases their percentage of the City's business with the private sector, from 7.8% in 2003 to 16.2% in 2005.

Wichita's Department of Finance (DOF) is leveling the playing field for ethnic-owned, emerging and disadvantaged businesses that are seeking assistance in contracting with the City. In accordance with the City's commitment to promote equal opportunity and foster diversity, the DOF has begun a program to enhance the opportunities for these businesses by increasing their representation and utilization within the pool of contractors from which the City regularly purchases good and services.

As part of the program, the City of Wichita provides monthly training workshops on "How to do Business with the City," in an attempt to better educate emerging and disadvantaged business, as well as other companies who lack expertise in building public-private partnerships. As a result of such trainings, and the continual professional guidance offered by the DOF, the City saw a 28.9% rise in the number of emerging and disadvantaged business registered on the City's e-procurement system. Ethnic-owned Parga Construction says that, *"We started our company in June 2004. It was very hard getting started and just knowing the right people to talk to within the City of Wichita. The Purchasing Department helped us get our foot in the*

door, so that we could succeed in our business and compete with the other construction companies around the area.”

Due to the City of Wichita’s commitment and dedication to the program, emerging and disadvantaged business have seen a substantial rise in their volume of business with the City. In 2003, ethnic-owned companies represented only 7.8% of all business done between the City and private sector. When compared to the 28.3% composition of racial and ethnic citizens living in the City, this figure represented a significant disparity. In 2004, ethnic-owned companies experienced a rise in volume to 11.4% of total City business. In the first half of this year, ethnic-owned companies earned a record \$16,154,840 from the City, representing 16.2% of all business done with the private sector. Ethnic-owned, emerging and disadvantaged businesses are winning more City contracts, and hope to further increase their level of participation and success in the future.

Contact: Kelly Carpenter, Finance Director
kcarpenter@wichita.gov, 316-268-4434

Finance Department: New Performance Management System

Results That Matter: Wichita is moving toward more accountable government as more City departments are measuring their performance and using measures to manage for results.

Wichita’s Department of Finance is managing departmental performance in new and consequential ways. Today, City departments are being asked to justify annual budget requests by spelling-out the results they plan to deliver to Wichita residents. Beginning with the 2004 City Budget, departments were asked to clearly articulate their performance goals, set performance measures, create baseline measurements to gauge yearly progress, and share their strategic priorities with Wichita’s citizens. For the first time, citizens can review the City budget and clearly identify what their tax dollars are purchasing, and how City agencies are performing. The City’s proposed 2006-2007 budget can be viewed at www.wichita.gov.

For example, Wichita's Water & Sewer Department is committed to a goal of satisfying its customers by providing reliable and convenient services. One way it has chosen to measure performance is to determine the number of leaks and stoppages per 100 miles of main. The department’s benchmark measure is the Midwest average of 50 leaks and 8 stoppages per 100 miles of main. In 2004, Wichita experienced 30 leaks and 20 stoppages per 100 miles of main. While this information lets them know that they are performing above average on leaks and below average on stoppages, they also see progress from when stoppages were closer to 60 per 100 miles of main just ten years ago. In addition to communicating current performance, the department has committed to improving its performance by 5% or more each year.

DOF’s internal performance analyst, Joe Yager, spent several months studying performance management best practices around the country. On his return, Yager began working with City departments to rollout the new performance management system. “In the past, the City used a lot of unconnected performance measures,” explains Yager. “We wanted to move

measurement away from outputs and toward outcomes, and then connect those outcomes with planning and the budget.” Performance measurement training classes have been held, and departments are beginning to get more involved in how they measure results.

In the future, DOF plans on taking performance management a step further, by collecting more citizen feedback, selecting more meaningful results measures, communicating results, and tying funding to those results.

Contacts: Joe Yager, Budget Analyst
yyager@wichita.gov, 316-268-4110

Rob Raine – Budget Officer
rraine@wichita.gov, 316-268-2324 or 316-268-4324

Development Assistance Center: Customer Service Improvements

Results That Matter: Development Assistance Center continues to maintain high customer satisfaction with decade-old process improvements and ongoing attention to customer needs.

Prior to the opening of Wichita’s Development Assistance Center (DAC), city developers experienced an inefficient, lengthy, and often convoluted process of real estate development review. In a response to the development community’s frustration with slow turnaround times and onerous red tape, the city of Wichita opened the Development Assistance Center in 1995. Since then, the DAC has served as a vital problem-solving resource, and central point of contact with developers throughout the review process. Through the installation of new technology, improved access to planning staff, and the continuous process improvements implemented between 1995 and 1997, the DAC has reduced the time it takes for development approval by between 35 and 75 percent in all of its development processes.

According to Terry Cassady, DAC director, one of the biggest gains came from the creation of preliminary development conferences. Such conferences invite developers to discuss a project in advance with representatives from the appropriate development departments that are involved in the review and permitting of the project, such as Planning and the Office of Central Inspection. “We were trying to improve the quality of the project on the front end,” says Cassady. “It makes a better and faster way that we can work through the process.”

Over a decade after the opening of Wichita’s DAC, City developers are experiencing a very different sensation – customer satisfaction. George Sherman, a vice president with Wichita-based developer Slawson Cos. applauds the achievements of the DAC, recognizing that the current process is much smoother and easier to understand. “If somebody’s got a hitch anywhere in the process they have Terry to help resolve it.”

Contact: Terry Cassady, Development Director
tcassady@wichita.gov, 316-268-4371

Wichita Mid-Continent Airport: Addition of Shuttle Lot

Results That Matter: Parking congestion in existing long-term lot is reduced by 15% through establishment of a new Shuttle Lot that allows customers to use an e-payment system and shuttle service to the terminal.

In response to the congestion experienced by customers at the long-term parking lot and in anticipation of the construction of a new terminal, the Airport opened an alternative Shuttle Lot in December, 2004. Among its attractive features are a fully automated e-payment system and shuttle service to the terminal. This offers travellers a safe and convenient alternative parking area.

Currently, the Shuttle Lot has resulted in a 15% reduction of the congestion at the long-term parking lot. It is also expected to relieve additional congestion expected during the busy holiday season and upon the construction of the new terminal.

Contact: Thomas Nolan, Asst. Airport Director
tnolan@wichita.gov, 316-946-4700

--